About Client

Client’s organization was founded in 1984 and is well known in the vegetable seed and agricultural industries of South Africa & East Africa. Client is pioneer in the development of F1 hybrids in the African vegetable industry. Client offers a “one stop” service to more than 4000 clients. Client offers seed, adjuvants, growth stimulants, seedling systems (seed trays, growing medium and sowing machines), adjuvants, fertilizers, foliar feeds, biological products, plant manipulators and mechanical implements – in short many of the necessities for the modern vegetable farmer, and agriculture in Eastern Africa.
Objectives

To prepare sales strategy for market development and product penetration

To achieve gateway for the sales team

To develop distribution channel for supply of products

To prepare terms and condition of the bottom up strategy for growth

To set targets for sales reps for direct sales with an objective to developing the Distributors and Agrovets

To improve cash liquidity

To strengthen data management

Analysis

Faber Infinite identified following significant opportunities and set targets for:

- Unorganized distribution
- Cash liquidity issue
- Existing products not reaching to farmers
- New products not being sold in the market
- Sales team reporting mechanism
- Lack of proper product promotion
- Lack of sales strategy
- Data management & effective sales operations

Approach

- Data analysis
- Export sales field audit & product pricing analysis
- Strategy canvas was prepared by the experts
- Each team was assigned with clear roles and responsibilities to achieve the set targets
- Sales strategy was devised for market development
- Robust report and review mechanism was rolled out
- Recommendations & Monthly Action Plan
Project Implementation

- Team Faber Infinite Consulting, conducted in depth assessment of the sales strategies, products, on field market research, etc.
- Export sales field audit was conducted, and strategy canvas was prepared by the experts
- Conduced sales readiness assessment and prepared monthly action plan with the sales team
- Conducted performance evaluation with the sales team and directors of each salesperson, the performers were awarded with cash reward
- Job roles were revised and explained to promoters, technical assistant, sales representative, and sales managers, to avoid duplication of tasks and achieve higher efficiencies
- Hand holding was done in preparing next quarter sales target considering customized plans for respective distributors and products
- Each of the sales team member’s next quarter budgets was prepared in personal supervision
- Team members learnt the potential and opportunity they had with the products, which they were promoting and during product wise budgeting many new products were introduced
- Plan for controlling account receivables was rolled out, where sales managers were to support the team in follow up and speedy collection of receivables
- To control the bad debts, the distributors and agro vets were graded in 3 categories, mainly A, B, C and appropriately having customized policies for each of the categories, it will help in controlling credits

Results Delivered

Delivered ~32% sales growth in the very first quarter of year
Sales quantity grown by ~48% in second quarter of year
Local sales grew by ~83%
Export sales grew by ~16% amid corona pandemic

Sustenance

Implemented results shall be sustained over a period using Systematic Audit & Improvement Loop (SAIL) & Daily Work Management (DWM)

Visit Faber at www.faberinfinite.com for more information and a complete list of regional contacts or send us e-mail: consulting@faberinfinite.com